

May 17, 2016

Mr. Joseph Kelly
Treasurer and Tax Collector
500 West Temple Street, Room 437
Los Angeles, California 90012

Dear Mr. Kelly:

The Quality and Productivity Commission thanks you for a very informative discussion of operational issues during the Department Visit on May 16, 2016. It was an important reminder for all of us to learn that you, as the County's Treasurer and Tax Collector (TTC), have been targeted by cybercriminals in a whaling attack. We support your proactive approach to cybersecurity, which clearly is a major risk to business operations.

Commissioners look forward to seeing the findings from the pending security assessment of the eCommerce platform. This important review is funded in part with a grant from the Productivity Investment Fund (PIF) and will be conducted in partnership with IBM Security Services. The study areas encompass external and internal processes and procedures, application vulnerability, source codes and social engineering.

We commend you and the TTC team for responding to these multifaceted threats with a robust training program for employees. The effectiveness of the training will be assessed as part of the eCommerce platform review, which may result in a best practice for the County.

Your sensitivity to the many challenges faced by homeowners is commendable. Commissioners were pleased with the success of the online delinquent property auctions, and took special note of your policy not to include residential properties in the auction list. This policy allows homeowners many options to make current their delinquent property taxes.

The Commission also was impressed with the quality and productivity improvements in the following areas:

- Implementation of CAMS (Client and Asset Management System), an accurate and efficient tracking system for deceased citizens' estates

We support plain language

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Quality and Productivity
Commission**

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effective and caring service"***

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- Converting the billing, mailing and printing functions for property tax bills into an “All-in-One” operation, instead of a two-Department process
- Initiating a vendor-hosted Lockbox Remittance Process to ensure business continuity in the event of an emergency or natural disaster
- Upgrading the safety program for Public Administrator staff with improved education on health issues, an online training video that is available on demand, and appropriate equipment for home inspections
- Launching an internal Risk Management Forum, where managers exchange best practices and are developing a collaborative culture of safety

The Commission looks forward to working with you on:

- Identifying metrics for the soon-to-be-launched Web Watcher Program, which encourages employees to identify and report errors on the TTC website
- Increasing the availability of staff training videos on the web
- Preparing for a new Property Tax System, including the merging of legacy systems with new technology
- Submitting TTC projects for Productivity and Quality Awards

We thank you for a productive meeting and we will continue to work closely with Productivity Manager Tom Ivey. Please contact Victoria Pipkin-Lane, Executive Director, at (213) 974-1361 for additional information.

Sincerely,



RODNEY C. GIBSON
Chair

RCG:VPL:LP

c: Commissioner Shawn Landres
Commissioner Edward McIntyre
Commissioner Charles Bakaly, Jr.
Commissioner William Waddell
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Tom Ivey, Productivity Manager